State of Vermont Key Process Review – Current As-Is Processes
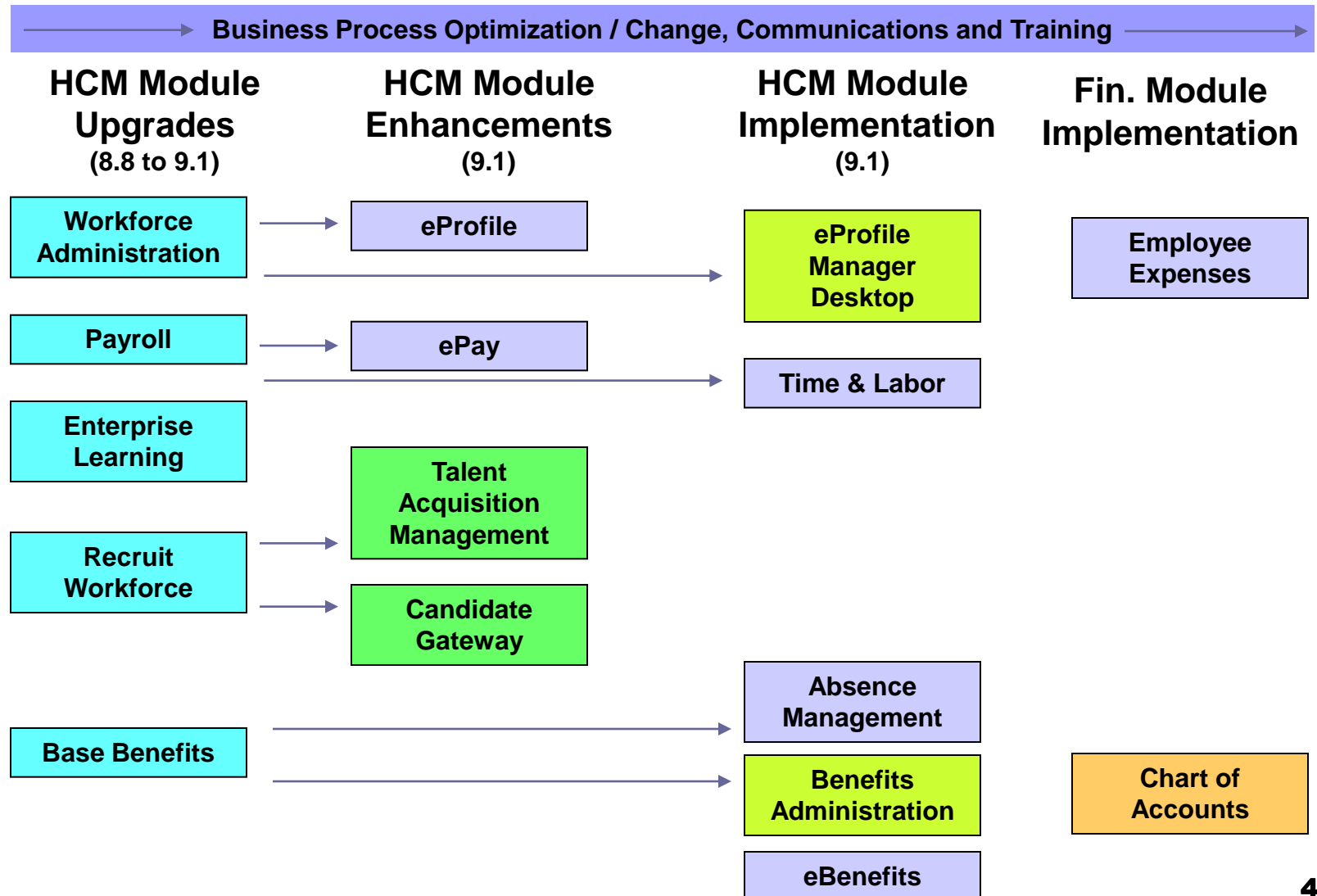
Agenda

- ❑ ERP Expansion Project Overview
- ❑ Today's Objectives
- ❑ Understanding Key Business Processes
- ❑ Cross Functional Teams
- ❑ Process Maps
- ❑ Issues and Barriers

ERP Expansion Project: Goals

❑ Upgrade current PeopleSoft HCM 8.8 to 9.1
   ➢ Position our organizations and systems to support the dynamic needs of the State

❑ Minimize 9.1 customizations
   ➢ Maximize the value of our investment in the systems that support operating the State

❑ Implement PeopleSoft delivered functionality for existing modules
   ➢ Make the system work for us

❑ Implement PeopleSoft delivered functionality to the greatest extent possible for new modules
   ➢ Provide the most timely, accurate and reliable data so that it can be used strategically

❑ Evaluate current business processes and implement efficiency improvements
   ➢ Align our organizations and business processes with the software

❑ Achieve the specific objectives of eliminating the Paradox time and expense capture system

ERP Expansion Project Scope

VERMONT

Business Process Optimization / Change, Communications and Training

HCM Module Upgrades (8.8 to 9.1)	HCM Module Enhancements (9.1)	HCM Module Implementation (9.1)	Fin. Module Implementation
Workforce Administration	eProfile	eProfile Manager Desktop	Employee Expenses
Payroll	ePay	Time & Labor	
Enterprise Learning			
Recruit Workforce	Talent Acquisition Management		
	Candidate Gateway		
		Absence Management	
Base Benefits		Benefits Administration	Chart of Accounts
		eBenefits	

ERP Expansion Team - State

Project Team Leads

Responsibility: Functional requirements, busines process, system design & configuration

Module	State Lead	CRT Lead
Human Resources	Shelley Morton	Paul Nielsen
Time & Labor	Mary Graves, Shelley Morton	Matt Delaney
Absence Management	Shelley Morton, Nicole Wilson	Matt Delaney
Recruiting	Doug Pine, Molly Paulger	Martin Guinals
Benefits	Nicole Wilson	Evalyn Tyson
Payroll	Mary Graves	Kathi Connell
Training Administration	Rosi Gowdy	Julie Kennedy
Expenses	Nancy Collins	Sue Calitri
Reporting	Nancy Collins, Harold Schwartz	Chung Pi
Chart of Accounts	Nancy Collins, Harold Schwartz	Paul Nielsen
Technical	Trudy Marineau	Chung Pi
Business Process	Tori Pesek, Gail Rushford	George Schneider
Change Management	Tori Pesek, Gail Rushford	Paul Yeager

Executive Sponsors

Responsibility: Authority for the project

Michael Clasen	Deputy Secretary, Agency of Administration
Kate Duffy	Commissioner, Department of Human Resources
Jim Reardon	Commissioner, Department of Finance & Management
Richard Boes	Commissioner, Department of Information & Innovation

Project Directors

Responsibility: Provide guidance and direction relating to mission critical issues beyond the authority of the Project Team

Brad Ferland	brad.ferland@state.vt.us
Trudy Marineau	trudy.marineau@state.vt.us
Molly Paulger	molly.paulger@state.vt.us
Darwin Thompson	darwin.thompson@state.vt.us

Project Managers

Responsibility: Day to day project oversight including scope, schedule and resources

Bill Mancinelli, representing the State	william.mancinelli@state.vt.us
Mike Rubilotta, CherryRoad Technologies	michael.rubilotta@state.vt.us

Today's Objectives:

- **Have you review the work to date**
  - ☐ Gain a complete understanding of current "as-is" key business processes across the State of Vermont

- **What have we missed?**
  - ☐ Review current "As-Is" business process maps
    - Employee Expenses
    - Time and Labor
    - Absence Management

- **Get your input**
  - ☐ Identify any Issues or Barriers

What's been done to date:

- **Identified Key Business Processes**
  - Any business process that has a major impact across the entire state – multiple users of the system is a key process
  - A high leverage process represents an essential part of the business

- **Formed Cross Functional Teams**
  - Business process may flow across functional lines, the most effective teams are those with representatives from all functions in the process – knowledge & skill to make improvements

- **Mapped Current "As-Is" Business Processes**

- **Identified Issues and Barriers**

Expense CFT Representation

TEAM NAME: Expenses   FORMATION DATE: 7/19/11
TEAM LEADER: Nancy Collins   Phone #   802-828-0679
TEAM FACILITATOR: George Schneider   Phone #   919-656-5111
TEAM CO-FACILITATOR: Tori Pesek   Phone #   802-828-0331

Team Member	Position	Department/Unit	Telephone #
1. Tom Ball	Director	Labor Relations	802-828-3642
2. Sandy Barton	Business Manager	Banking & Ins.	802-828-2379
3. John Booth	Treasury Operations	Treasurer's Office	802-828-1258
4. Susan Calitri	EE Functional Lead	CRT	201-310-5550
5. Brad Ferland	Director	Finance	802-828-2336
6. Stephanie Fuller	Finance	AoA - BGS	802-828-1034
7. Kevin Gilman	Internal Controls	Finance	802-828-0672
8. Mary Graves	Payroll Lead	Payroll	802-828-0666
9. Marcey Hodgdon	Finance	DOC	802-241-2297
10. Janet Miller	Operations	Legislature	802-828-2231
11. Shelley Morton	HR Lead	DHR - HRIS	802-828-0365
12. Ruth Pepin	Payroll Specialist	Payroll	802-828-0661
13. Betsy Ross-Mobbs	Operations IT	AOT	802-828-5396
14. Karen Symonds	Support	Finance	802-828-0412

SCOPE

Start: Travel Authorization   Stop: Reconciliation

BOUNDARIES

Assumptions: Travel Authorization Request & Approval, Cash Advance, Expense report, Expense reimbursement processes for employee expenses
Notes: Includes Accounts Payable, Payroll, Treasury and Departmental tasks related to employee expense process.

Time and Labor CFT Representation

TEAM NAME:	Time Reporting	FORMATION DATE:	8/24/2011
TEAM LEADER:	Mary Graves	Phone #	802-828-0666
TEAM FACILITATOR:	George Schneider	Phone #	919-656-5111
TEAM CO-FACILITATOR:	Tori Pesek	Phone #	802-828-0331

Team Member	Position	Department/Unit	Telephone #
John Berard	Labor Relations	DHR	802-828-3454
Brenda Berry	Management Services	ANR	802-241-4557
Steve Chadwick	Management Services	ANR	802-241-3805
Kathi Connell	Payroll Lead	CRT	917-208-1629
Rick Hallenbeck	Operations Manager	DPS	802-241-5339
Matt Delaney	T&L, Abs Mgmt Lead	CRT	518-320-2526
Michelle Dion	Administrative Services	AOT	802-828-2621
Brad Ferland	Financial Operations	Finance	802-828-2336
Stephanie Fuller	Finance	BGS	802-828-1034
Tammy Gibbs	Finance	DCF	802-241-3344
Kevin Gilman	Operations Analyst	Finance	802-828-0672
Marcey Hodgdon	Finance	DOC	802-241-2297
Serena Kemp	Business Analyst	DII	802-828-0065
Wendy Lucas	Finance	DOL	
Janet Miller	Operations	Legislature	802-828-2231
Jan Murray	Human Resources	Judiciary	802-828-4906
Ruth Pepin	Payroll Specialist	Finance	802-828-0661
Pam Perry	Developer	DII	802-828-2785
Betsy Ross-Mobbs	Operations IT	AOT	802-828-5396
Darryl Smith	Developer	DOL	
Diane Sholan	Finance Support	Finance	802-828-6580
Ira Sollace	Finance Director	DOC	802-241-4220
Joan Stewart	Administration	AOT	802-828-3505
Shannon Thompson	Finance	DMH	802-241-2635
Paul Yeager	Change Mgmt Lead	CRT	970-219-9714

SCOPE

Start: Employee has been scheduled to work   Stop: Payroll

BOUNDARIES

Assumptions: Includes high level scheduling, reporting time and time entry for bi-weekly pay through Paradox entry and sending timesheets to Payroll.

Notes: Includes extracts and interfaces to 3rd party systems (i.e., access databases, MATS, etc.).

Employee Injury & Absence CFT Representation

TEAM NAME:	Employee Injury and Absence		FORMATION DATE:	8/22/2011
TEAM LEADER:	Shelley Morton		Phone #	802-828-0365
TEAM FACILITATOR:	George Schneider		Phone #	919-656-5111
TEAM CO-FACILITATOR:	Gail Rushford		Phone #	802-828-3270

Team Member	Position	Department/Unit	Telephone #
1. Mary Graves	Payroll Lead	Payroll	802-828-0666
2. Ruth Pepin	Payroll Administrator	Payroll	802-828-0661
3. Nicole Wilson	Benefit Lead	Benefit	802-828-0709
4. Melissa Butryman	Benefits Analyst	Benefits	802-828-0346
5. Lisa Stratton	Manager	BGS - WC	802-828-2899
6. Kristie Farnham	Senior Adjuster	BGS - WC	802-828-1036
7. Penny Brown	HR Admin - AHS	DHR	802-241-4713
8. Dave Henderson	HR Admin - DPS	DHR	802-828-5162
9. Mary Hannigan	HR Admin - AOT	DHR	802-828-1129
10. Kate Minall	HR Admin – ANR	DHR	802-241-3635
11. Kristie Salyer	HR Admin – DOC	DHR	802-421-2781
12. Margaret Loftus	HR Admin - BGS	DHR	802-828-1113
13. John Berard	Labor Specialist	DHR – Labor	802-828-3454
14. Brad Ferland	Director	Finance	802-828-2336
15. Pam Perry	ERP Developer	DII	802-828-2785
16. Paul Nielsen	HR Lead	CRT	518-275-1789
17. Kathi Connell	Payroll Lead	CRT	917-208-1629
18. Evalyn Tyson	Benefits Lead	CRT	914-474-8838

SCOPE - Absence Process

Start"	Initial leave event	Stop:	Return to work

BOUNDARIES

Assumptions:
Injury Process to include from WC claim, through payroll actions, cash benefit calculations, WC benefit changes, benefits accruals and close

Absence Process to include from leave request and/or event, approval, and tracking

**Notes:** Includes Department Supervisor, HR-Field, HRIS, WC office, Payroll and Benefits

Issues and Barriers:

❑ An issue or a barrier is anything that does not allow for the effective and efficient utilization of the ERP System as designed

❑ Issue can be
  - ❑ subject matter related
  - ❑ business process related
  - ❑ cultural related

❑ Examples:
  - ❑ New business process that needs to be created
  - ❑ A substitute process or workaround (excel spreadsheets)
  - ❑ Non-value activities (rework)
  - ❑ A policy that needs to be written or revised
  - ❑ A business process procedure or a form that needs to be eliminated, revised or written
  - ❑ Communications and Training

Cross Functional Process Maps:

- Process maps graphically represent work flow inputs, outputs and action steps

- A swim lane diagram illustrates a process workflow which is grouped in rows representing a specific functional area

- A functional area may represent a department or individual who is responsible for completing the step

- Pay attention to:
    - **Who performs it?**
    - **Where it is performed?**
    - **Why it is performed?**
    - **When it is performed?**
    - **How it is performed?**

Process Mapping Symbols
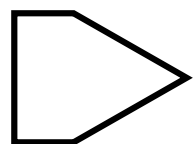
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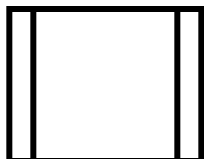
= **Process Step**
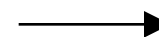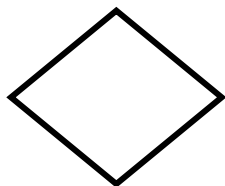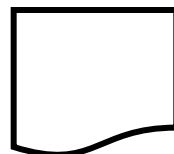
= **Decision Point**
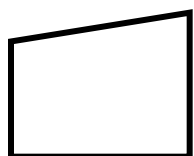
= Manual Input into System

= Data Source

= **Pre-Defined Process**

= Electronic Data

= Paper Document

= End

= Off Page Reference

= On Page Reference

= Connector
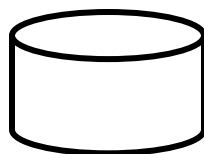
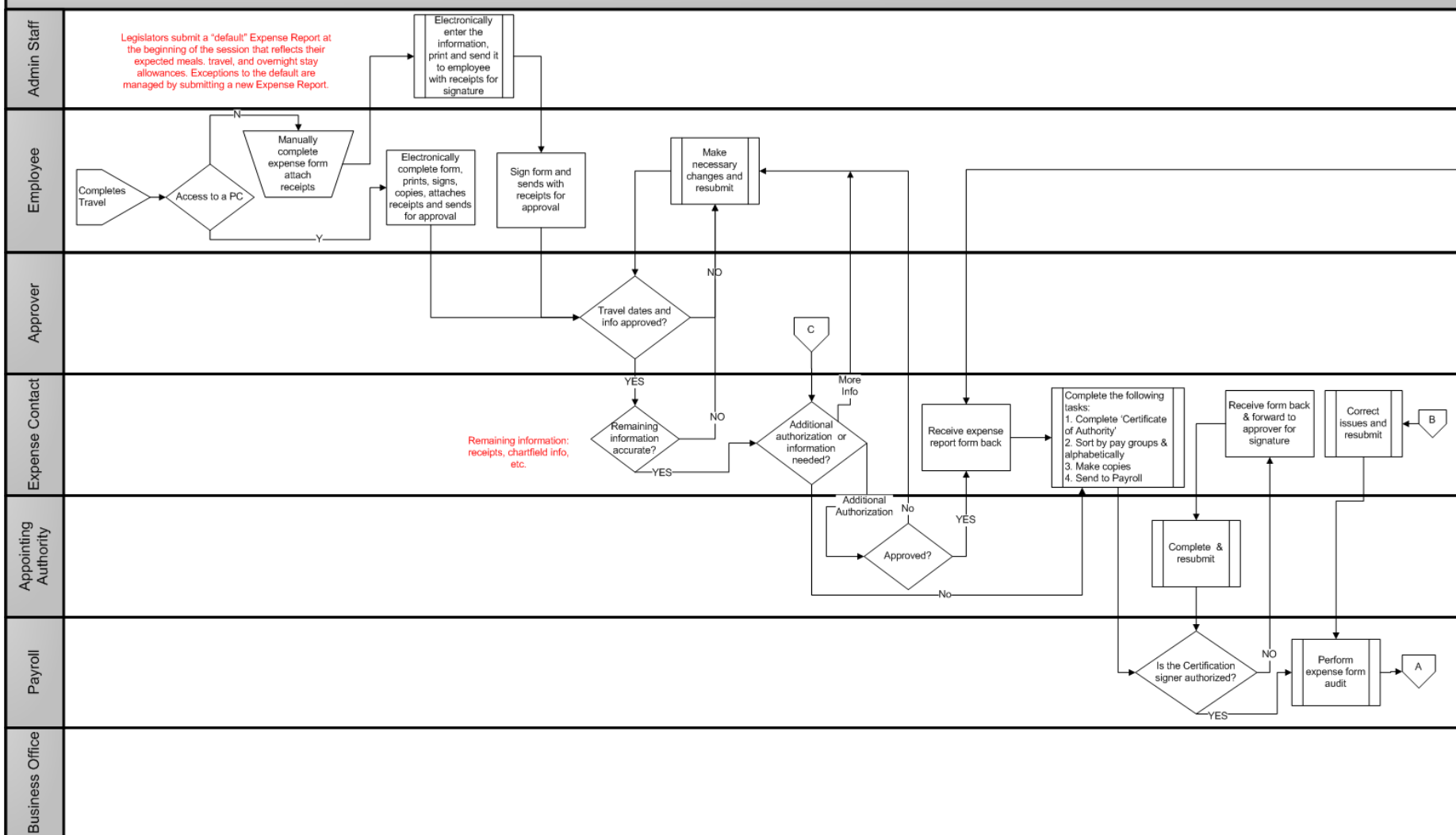# Expense Processing:

- **Travel Authorization**
  - ❑ In State - various
  - ❑ In State with overnight stay - various
  - ❑ Out of State – Department Head
  - ❑ Rental Car – Department Head
  - ❑ Out of country – Secretary of Administration
- **Cash Advance**
  - ❑ Form sent to Treasurer's Office
  - ❑ Check issued to employee
  - ❑ Deduction taken when expenses reimbursed

Expense Processing: Report

Time & Leave Reporting Processes:

- **Scheduling**
  - ❑ Multiple Shifts

- **Report to Work**
  - ❑ Time Clocks
  - ❑ Sign-in Sheets
  - ❑ Absence Tracking

- **Get Timesheet**
  - ❑ Email Excel
  - ❑ Paper
  - ❑ Printed from sub-system

- **Leave (Absence Mgmt)**
  - ❑ Absence
  - ❑ Vacations
  - ❑ Accruals/Entitlements (Personal)
  - ❑ FMLA
  - ❑ Leave Transfers (Sick Bank)
  - ❑ Other Leaves

http://aoa.vermont.gov/erp

Time Reporting: Scheduling/Leave

Time Reporting "As-is": Work Schedule Including Leave

Questions ?

Questions ?